

UNHCR Evaluation Management Response	
<b>Evaluation title:</b>	Evaluation of UNHCR's approaches to data and information management
<b>UNHCR evaluation reference:</b>	ES/2019/07
<b>Entity that commissioned the evaluation:</b>	Evaluation Service
<b>Date of Management Response:</b>	28 February, 2020

<b>General comments on the evaluation:</b>	The in-depth evaluation has been used as the basis for the UNHCR data transformation. Most of the recommendations have been actioned with most of the immediate recommendations are therefore closed while more long-term recommendations are a part of the UNHCR Data Strategy and longer-term planning. In conclusion, the evaluation has been extremely useful and has led to profound changes in UNHCR.
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<b>RECOMMENDATION 1:</b>	The evaluation emphasizes that an organization-wide prioritization would be essential to transform data within UNHCR to the asset that it can be.				
	R1: UNHCR develop a data transformation strategy and roadmap, with key elements such as enforcing data norms and standards throughout the organization, cultivating strong data leadership, developing systems to integrate and pull data together, creating a data first culture, and building capacities and confidence around statistics and evidence on persons of concern.				
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>					
<b>Unit or function responsible:</b>	Senior Executive Team (SET)				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments
Under the leadership of the Executive Office, bring UNHCR's divisions together in order to build a corporate data strategy for the next 5 years.	Division of Program Support and Management (DPSM) and the	Based on the recommendations, a strategic discussion on data, led by the HC, resulted in the development of a cross divisional and field informed process with both inhouse as well as external assistance.  The UNHCR Global Data Transformation Strategy 2020-2025 was formally launched during EXCOM 2019.	October 2019	Completed	

		Global Data Service				
<b>RECOMMENDATION 2:</b>	<p>The evaluation shows that UNHCR and its partners collect a wide array of data and the approach thus far has been decentralized. The organization can maximize the value of its data and information by following a set of global norms and standards to improve data quality, aggregation and systems interoperability.</p> <p>R2: UNHCR establish a data management “rulebook” that specifies the norms and conventions to govern and align the organization’s data, stipulating the parameters for data collection, processing, protection, storage, analysis and use.</p>					
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
<b>Reasons (if partially agree or disagree):</b>						
<b>Unit or function responsible:</b>	SET					
<b>Top line planned actions</b>	<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>		
				<b>Status</b>	<b>Comments</b>	
A “Rule Book” project has been an integral part of the data restructuring and the GDS has developed a concept, outline as well as staff and other resources have been dedicated to this effort.	The Global Data Service (GDS)	The “Rule Book” project is seen as an integral part of the restructured “Norms and Standard’ Section of the Global Data Service.	August 2020	Ongoing		
<b>RECOMMENDATION 3:</b>	<p>As the organization looks to its future, exercising data leadership that is visible at global and regional levels will be a critical feature for its success.</p> <p>R3: UNHCR rebrand and create a Data Service that oversees corporate data norms and standards for UNHCR and its partners, data interoperability between key data and IM systems, statistics and demographic data and digital identity and registration. Strong technical expertise in data science and past experience in executing data transformation at an organizational level would be beneficial for the Head of the Data Service.</p>					
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree					
<b>Reasons (if partially agree or disagree):</b>						

<b>Unit or function responsible:</b>		SET and DPSM				
<b>Top line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
					<b>Status</b>	<b>Comments</b>
	With dismantling of the Division of Program Support and Management, the creation of UNHCR's Global Data Service will be created	The Executive Office and SET	The creation of the Global Data Service was officially decided through a Budget Committee decision on 20 December 2019. The Global Data Service has been functional as of 1 January 2020.	1 Jan. 2020	Completed	
<b>RECOMMENDATION 4:</b>		As the Regional Bureaux will be set up in 7 geographic regions of the world  R4: UNHCR consider strengthening data and information management capacity at the regional level, and establishing the Regional Bureau as the backstop support to country operations instead of HQ Copenhagen/Geneva. This could take the form of a consolidated team devoted to data and information management that mirrors the HQ functional composition or have data and IM functions embedded within relevant teams in the new Regional Bureaux structures.				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>						
<b>Unit or function responsible:</b>		SET and Regional Bureaux				
<b>Top line planned actions</b>		<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
					<b>Status</b>	<b>Comments</b>
	All seven Regional Bureaux will have Data, Identity Management and Analysis (DIMA), units set up as a part of the new Bureau structures.	DPSM/GDS	The Bureau DIMA's were created through a Budget Committee decision 5 July 2019 and were operational as of 1 January 2020. The DIMA forms and integral part of each Bureau.	1 Jan. 2020	Completed	
<b>RECOMMENDATION 5:</b>		The organization has a wealth of data that are scattered across various data and information management systems. In order to optimize these data, it is worth investing in a technological solution that would facilitate UNHCR's ability to interrogate the data and draw more comprehensive analyses of the state of refugees, IDPs and other persons of concern.				

	R5: UNHCR invest in a solution that allows for data from different systems to be connected in such a way that allows for increased intersectoral and comprehensive analysis of the state of PoCs. Different options could be explored, such as setting up a data lake where raw data can be pulled from different systems as opposed to a data warehouse that is a centralised repository for all integrated data sources.				
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>					
<b>Unit or function responsible:</b>	SET with DPSM and Division of Information Systems and Telecommunications (DIST)				
<b>Top line planned actions</b>	<b>By whom</b>	<b>Comments</b>	<b>Expected completion date</b>	<b>Progress</b>	
				<b>Status</b>	<b>Comments</b>
As a part of the data restructuring an Operational Data Systems and Support Section has been established. The objective of the Section will be to bring UNHCR's data together.	GDS	The Section will be established with its Chief in Geneva and support in Copenhagen. The aim if for the Section staff in Geneva to work closer with the various Divisions while the staff in Copenhagen ensures the Regional (DIMA) and Country Offices are aligned with cooperate systems. Similar data will be brought together through inter-operable solutions, exploring future options such as a "data lake" whereby data linkages can be analysed and leading to a more holistic picture with interlinkages and trends better defined.	2021	Ongoing	
<b>RECOMMENDATION 6:</b>	R6: UNHCR should increase the availability, usability, integrity and security of data across its global operations. Overcoming many of UNHCR's data-related risks or missed opportunities can be accomplished through the development and execution of enterprise-level data governance. Changing the approach to data management will address the large amounts of data in unstructured formats and will provide standardized security over Persons of Concern data. A global data management "rulebook" should incorporate this fundamental element.				
<b>Management response:</b>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>					
<b>Unit or function responsible:</b>	SET with Division of International Protection (DIP) and DPSM				

Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
	UNHCR's approach to Data Protection/Security is incorporated in the new "Data Strategy". The current Data Protection Guidelines will be revisited in 2020.	GDS/DIST/DIP/LAS	Data Protection/Security is of a more general concern and has been elevated as corporate risk. The current structure will be aligned with UNHCR's Data Strategy. The Assistant High Commissioner for Protection has been engaged and the Legal Affairs Service, DIST and DIP are foreseen to cooperate across the divisions, DIST ensuring the Data Security and GDS/DIP the Data Protection.	2020	Ongoing	
<b>RECOMMENDATION 7:</b>		<p>An increasing number of players are actively working in humanitarian-development settings. In order for UNHCR to lead as the authority on refugees and other populations affected by forced displacement, it is important to take an inclusive partnership approach.</p> <p>R7: The evaluation already recommended that UNHCR develop a data transformation strategy. The strategy should acknowledge the importance of partnership and describe how UNHCR plans to engage with a wide range of stakeholders in carrying out its future data work.</p>				
<b>Management response:</b>		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
<b>Reasons (if partially agree or disagree):</b>						
<b>Unit or function responsible:</b>		SET				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
	The UNHCR "Data Strategy" includes a more open data approach. Together with partners, such as the World Bank, open data and data sharing will be promoted.	GDS	A UNHCR Microdata library has been established in coordination with the World Bank, anonymised data is uploaded to and openly shared on a publicly accessible platform. Equally UNHCR is working with partners such as WFP and UNICEF on data sharing agreements related to personal data for better service delivery. MOUs have been established and are continuously updated to ensure the latest technology advances are reflected.	Dec. 2019	Completed.	